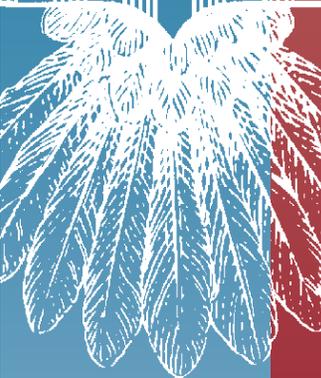
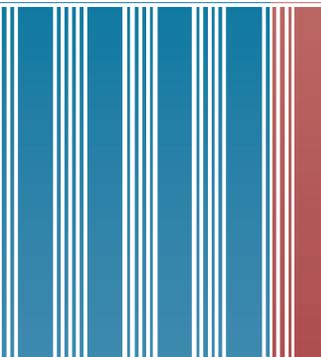


*Amor Patriae
Ducit*



U.S. General
Services
Administration

REAL PROPERTY POLICYSITE

A Message from David Bibb, Deputy Associate Administrator for Real Property

The Office of Governmentwide Policy (OGP) is pleased to publish this Special Edition of Real Property Polycysite. This is the second issue of the newsletter to focus on best practices and policies, creative insights, and success stories from the public and private sector. In each case, an innovative approach substantially improved operations by reducing costs and time, increasing efficiency and productivity, improving financial performance, and/or helping to achieve strategic goals. We hope that you will consider using some of these concepts in your own organization.

OGP's Office of Real Property coordinates Governmentwide policy related to real estate asset management and work environments. Our mission is to add value to these activities by developing sensible policies, disseminating data on best practices and performance, and encouraging professional development. Many of the practices described in this newsletter were candidates for the 1998 GSA Achievement Award for Real Property Innovation. Others came to our attention during the course of our ongoing activities with the Federal and private sector real estate communities.

I would like to thank those partners who generously shared their ideas and processes for this newsletter. Our office strives to be a valuable resource for the real estate community, and one way to achieve this goal is to continue our collaborative efforts. We hope these policies and practices will provide considerable opportunities for adaptation and benchmarking, thus leading to improved business operations. Since no one is as familiar with your organization as you are, we encourage you to review the newsletter for useful ideas.

The Office of Real Property urges your organization to submit nominations for the 1999 Real Property Innovation Awards Program. We would like to have another set of best practices to share with you next fall.

We welcome your comments and suggestions. Please call Mr. Chris Coneeney at 202-208-2956 or e-mail to chris.coneeney@gsa.gov.

David L. Bibb

INTRODUCTION

The notion “Best Practices” refers to methods, processes, or practices about which one or more of the following pertain: it produces superior results; it leads to exceptional performance; it is recognized by an industry expert; it is deemed so by an organization’s customers; and/or it is clearly a new or innovative use of personnel, resources, or technology. Another way to describe the concept of “Best Practices” is to say that they are those specific business processes which work for one organization and create ideas, options, and insights for other organizations. Contacts for these innovations are contained in the individual articles. A complete list of contacts is included at the end of the newsletter.

In addition, the Call for Entries for the third annual GSA Achievement Award for Real Property Innovation will be issued in the spring of 1999. Entry information will be available on the Office of Real Property web site at <http://policyworks.gov/realproperty>, or by contacting Pat Rubino at 202-501-1457 or pat.rubino@gsa.gov.

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Energy Savings

Basic Order Agreements

In an effort to fund energy conservation projects, **GSA's Pacific Rim Region** initiated an alternative method for providing energy services. The Region signed a Basic Order Agreement (BOA) with the Bonneville Power Administration that encourages the bundling of electrical needs for several Federal agencies in a given locality. By leveraging the energy loads for several agencies in a locality through the BOA, those agencies are able to reduce their energy costs. The savings from lower energy costs are then used for other energy conservation projects in the Region.

For more information, contact Mr. John Tate at 415-522-3378.

Electric and Gas Utility Cost Reductions

GSA's National Capital Region has aggressively followed changes to public service commission guidelines that will allow it to competitively purchase natural gas at market rates through retail gas markets. These open market rates are considerably less than the utility tariff rates set by the public service commissions. The Region has aggregated several of its natural gas accounts to achieve savings through volume discounts. The Region combined 85 gas accounts in Maryland through the Washington Gas Energy Services.

The Region has also monitored the electric power deregulation process. The Region altered the electric rates for its largest facilities in Northern Virginia under the Federal government rate schedule. This change resulted in cost savings of approximately \$350,000 in fiscal year 1997.

For additional information, contact

Mr. James Watson at 202-708-9010 or via e-mail at james.watson@gsa.gov.

Energy Savings Performance Contract

The Department of Energy developed Energy Savings Performance Contracts (ESPC) to allow agencies to finance energy conservation projects. The savings from these energy efficient projects can be applied to cover the installment payments of the equipment.

GSA's Pacific Rim Region used this concept, which had primarily been used in energy retrofit projects, for the new Evo DeConcini Federal Building and U.S. Courthouse in Tucson, AZ. In addition to the general contractor, who is responsible for the overall construction of the facility, the Region hired an ESPC contractor who is installing certain building mechanical systems. After the facility is constructed, the ESPC contractor will operate and maintain these mechanical systems on a long-term basis. The government pays the ESPC contractor for operation and maintenance of these mechanical systems. In addition, the government pays for, on an installment basis, the mechanical systems. This contract is an example of how Federal agencies can apply ESPC contracts to new construction projects.

For further information, contact Mr. Mark Levi at 415-522-3374.

Canada's Federal Building Initiative

Public Works and Government Services Canada (PWGSC) developed the Federal Buildings Initiative (FBI) to fund energy-saving equipment updates with the

private sector. Under the FBI program, PWGSC signed 29 Energy Savings Performance Contracts (ESPC) in both owned and leased facilities. These contracts with private sector companies provide for energy-efficient mechanical systems that are financed through the energy savings achieved with the new mechanical systems.

These 29 ESPC have invested \$33 million in buildings systems and expect to save the Canadian government \$5.2 million in annual energy consumption. The FBI program plans to expand these contracts to 140 buildings, with annual energy savings of \$12 million.

For more information, contact Mr. Richard Marleau at 613-736-2655 or via e-mail at marleaur@pwgsc.gc.ca.

Improving Indoor Air Quality

GSA's Heartland Region is correcting ventilation problems as they are discovered during routine indoor air quality (IAQ) tests. The inspectors adjust the HVAC system and balance it to meet customer needs. This practice cuts down on the time and money involved in having another person design and correct the ventilation problem, which is the current industry practice. The IAQ investigators follow up with tenants to ensure that the adjustments made are satisfactory.

For more information, contact Mr. Kevin Santee at 816-823-2219 or via e-mail at kevin.santee@gsa.gov.

Recyclable Materials Sales Contract

GSA's Heartland Region has

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developed a sales contract for the disposal of recyclable materials in Federal facilities with the proceeds from the sale of this material being reinvested in the inventory. As opposed to the commonly used service contract to remove these materials, the Region has used a sales contract that provides a better return to the Government for the sale of the material. The approach of a sales contract also avoids certain requirements of a service contract.

Since this contract was awarded the Region has doubled the tonnage of recyclable materials sold from approximately 5 million tons to 10 million tons. The proceeds from the sales are returned to the tenant agencies and are also used to provide tuition assistance for childcare for Federal employees. The recyclable materials sales contract in use by the Heartland Region has been expanded to cover other GSA Regions, as well as other Federal agencies.

For more information, contact Mr. William Reger at 816-823-2224 or via e-mail at william.reger@gsa.gov.

EPA Energy Savings Initiatives

In several lab facilities across the country, the **Environmental Protection Agency** (EPA) has

installed energy efficient equipment to reduce consumption. The EPA awarded an Energy Savings Performance Contract (ESPC) for its lab in Ann Arbor, MI, that will provide investments in the building's infrastructure, including new high-efficiency chillers. Under an ESPC, the EPA pays a fixed rate for utility costs over the term of the contract. The utility provider purchases the energy efficient equipment. Any savings go to the utility company to offset the cost of the energy saving equipment.

EPA has also participated in the Green Lights program. EPA has installed high-efficiency lighting in some of their facilities, and in return, receives rebates from the utility companies. On average, EPA has estimated a payback from one-and-a-half to two years for each location participating in the program.

For further information, contact Mr. Luther Mellen, III, at 202-260-2160.

DOE Performance Agreement for Energy Management

The **Department of Energy** (DOE) developed a Performance Agreement for Energy Management (PAEM) to more effectively operate DOE's two headquarters facilities, the Forrestal and Germantown buildings. To meet the Federal mandates for reduced energy consumption, DOE

established a group to develop energy management performance-based objectives, measures, and expectations.

An example of the objectives developed by DOE include its goal of purchasing energy and water efficient products that will bring DOE in line with the provisions of the Energy Policy Act of 1992 and Executive Order 12902. The team developed measures and expectations that will assess whether the agency is meeting its objective. Examples of the measures are that office products purchased will meet or exceed Federal standards for energy and water efficiencies. The expectation is that all office products will meet or exceed the Federal standard.

These objectives and measures formed the basis of the PAEM. As a result of the agreement, DOE began numerous cost effective and energy efficient projects at both facilities. At the end of FY 1997, DOE had reduced its energy consumption by 21.4 percent, resulting in total savings of \$6.45 million. The reduction in energy consumption was achieved 3 years before the mandates set forth in law and Executive Order.

For more information, contact Mr. Louis D'Angelo at 202-586-6080 or via e-mail at louis.D'Angelo@HQ.doe.gov.

Customer Focus

Integrated Solutions

GSA's Great Lakes Region has established a project integrator for every space action in the Region. These project integrators serve as the point of contact for the agency and ensure that the space delivery process is truly a "turnkey" approach. The project integrator coordinates service delivery from each of GSA's three

services, Public Buildings Service, Federal Supply Service and Federal Telecommunications Service. The integrator delivers a range of services in the areas of planning, budgeting, scheduling, procurement, design, construction, renovation, and move coordination.

For additional information, contact Ms. Allison Azevedo at 312-353-5631

or via e-mail at allison.azevedo@gsa.gov.

Customer Focused Workplace Design

The **Office of Personnel Management** (OPM) Employment Services Division (ESD) recently

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shifted to a strictly reimbursable organization. The Space Management Team within OPM involved the Employment Services staff in redesigning their space to reduce operating costs and increase efficiencies.

By involving the ESD in the design of their new workspace, the organization was able to increase its productivity while reducing space requirements by approximately 27 percent and saving \$228,000 in annual rental costs. Based on the total project cost of approximately \$1.2 million, the ESD expects to payback the project for new space in just over four years.

For further information, contact Mr. Thomas Thompson at 202-606-1616 or via e-mail at tethomps@opm.gov.

Marshals Service Liaison Officer

GSA's Greater Southwest Region developed the U.S. Marshals Service (USMS) Liaison Officer to provide design and construction services to the USMS. Prior to the position of Liaison Officer, the USMS dealt with several project managers and design firms based on the location of the project. Now the USMS has one point of contact within GSA who is intimately familiar with the technical security criteria, manufacturing requirements and installation provisions. The Liaison Officer has also procured one design firm to handle all projects in the Region. This architect/engineering firm is well versed in the USMS security and

detention requirements. The USMS Liaison Officer has been assisting other GSA Regions with their USMS projects.

For further information, contact Mr. Tim Wideman at 817-978-4111.

Customer Service Agreements

GSA's Mid-Atlantic Region implemented the concept of customer service agreements (CSA) in the William Moorhead Federal Building in Pittsburgh, PA. In an effort to improve customer relations in the Moorhead Federal Building, the Region signed a CSA between the Field Office Manager and the head of each agency in the building. Each CSA contains specific concerns of that agency and actions GSA will take to address each issue. The Region periodically visits each agency to review and revise the issues contained in the CSA. As a result of their efforts, the customer satisfaction rating for the Moorhead Federal Building improved by 7 percent.

For further information, contact Mr. Bill Lawlor at 412-395-4988 or via e-mail at bill.lawlor@gsa.gov.

Federal Property and Administrative Services Regulations

GSA's Central Office is in the process of converting the Federal Property Management Regulations (FPMR) to a new regulatory system, the Federal Property and Administrative Services Regulations (FPASR). The change in regulatory systems will allow the Federal

government to focus on implementing statutory requirements, Executive Orders, and other governmentwide policies, rather than serving as a detailed, operating, "how to" procedures. The FPASR will apply to GSA and other agencies operating under a delegation of authority from the Administrator of General Services.

For additional information, contact Mr. Stanley Langfeld at 202-501-1737 or via e-mail at stanley.langfeld@gsa.gov.

GSA Customer Service Representative Program

GSA's New England Region initiated the Customer Service Representative (CSR) program to advance a positive working relationship with customer agencies and maintain a continuous liaison with building tenants. In response to the National Performance Review and other initiatives, a team was established to restructure the field office operations within the Region to better provide the tenant with quality services at competitive prices. The team chose the CSR approach to bring the property management staff and the tenants they serve together. The CSR is the primary point of contact to customers for property management services within federally owned or leased facilities. Since the program inception, the Region has improved its overall customer satisfaction rating to 83 percent.

For more information, contact Ms. Karen Palladino at 617-565-5825 or via e-mail at karen.palladino@gsa.gov.

The BEST PRACTICES report is a special edition of our REAL PROPERTY POLICYSITE newsletter. The newsletter is a quarterly publication of the Office of Real Property (MP), Office of Governmentwide Policy, U.S. General Services Administration, Washington, DC, David L. Bibb, Deputy Associate Administrator. To be placed on the mailing list for our newsletter, please fax your name, complete address, fax number, and e-mail address to 202-219-0104, ATTN: Office of Real Property Newsletter Mailing List.

Integrated Workplace

GSA's Office of *Governmentwide Policy* has investigated the concept of the Integrated Workplace and its impact on an organization. The Integrated Workplace is a collaborative, multidisciplinary approach to developing and providing workspace, and combining an organization's real property plan with its strategic business goals.

Through researching this topic, the team identified several real property best practices that are summarized below. For additional information, please contact Mr. Rob Obenreder at 202-208-1824 or via e-mail at rob.obenreder@gsa.gov.

The Department of Labor *Occupational Safety and Health Administration* (OSHA) created an expert system, Asbestos Advisor 2.0, to assist agencies through the asbestos compliance process. The interactive computer program guides the users through the process by querying them about the building and/or work site and the type of work being performed. Based on the



answers, the program can provide asbestos compliance guidance that is tailored to the specific situation. An expert system program such as this can help simplify the interpretation of complex regulations and provide knowledgeable advice while reducing agency manpower requirements.

The *Arbitron Corporation* recently changed the focus of its business to

producing ratings for radio stations, resulting in the consolidation of several offices into one building. This consolidation allowed the company to house more employees in a smaller amount of space, mainly through elimination of duplicative common areas, support areas, and lobbies, thereby reducing operating costs. Arbitron also designed the new facility using the existing, company-owned furniture, providing substantial savings.

The *Patent and Trademark Office* (PTO) instituted a pilot flexiplace program in March 1997. The 2-year pilot involves 18 attorneys that have a workspace set up in their homes and share space with another attorney in the office. Previously each attorney had a private office. The participating employees in the Washington, DC metropolitan area may work at home two days a week. In exchange for the flexiplace arrangement, an attorney now shares space with one other attorney, in effect doubling their office capacity for patent attorneys without adding additional space.



Leasing

Cooperative Use Outlease for Food Court

GSA's Great Lakes Region signed an outlease of 14,800 square feet of space, through the Public Buildings Cooperative Use Act, for a food court in the Metcalfe Federal Building in Chicago, IL. The Cooperative Use Act encourages the government to develop the highest and best use of pedestrian access areas in Federal facilities. The lessee has subleased this space to national food service and restaurant franchises. The food court also includes a Randolph-Sheppard gift shop. The food court serves the general public as well as the 9,000 tenants of the Chicago Federal Center. The outleasing of the space in the Metcalfe Federal Building is expected to contribute approximately \$1.5 million in revenue.

The Region is developing another retail/restaurant endeavor through the Cooperative Use Act in the Railroad Retirement Board Building in Chicago. This approach has generated much interest for

application in other Federal buildings around the nation.

For additional information, contact Mr. Edward Kanne at 312-353-3299 or via e-mail at ed.kanne@gsa.gov.

Leasing in Economic Development Areas

Through the "Good Neighbor" program, **GSA's Greater Southwest Region** was able to procure over 100,000 square feet of storage, office, and special use space in Dallas, TX, for the Immigration and Naturalization Service (INS) at significantly reduced rental rates. The INS needed 120,500 square feet of space for a new Card Processing Facility within 6 months. In promotion of GSA's "Good Neighbor" program, the Region partnered with the City of Dallas to find space in an Economic Development area at rental rates well below the market rate, saving over \$6 million over the terms of the lease. The lease procurement, which was completed in just 88 days, was so successful that INS is using the same process on some of its other

space requirements.

For more information, contact Ms. Mary Pesina at 817-978-4656 or via e-mail at mary.pesina@gsa.gov.

Underground Storage Facilities

GSA's Heartland Region has procured over 1,000,000 square feet of storage space in underground facilities in the Kansas City area since the first lease was signed in 1987. Due to the unique features of these facilities, such as unlimited floor capacity, vibration free flooring, energy efficiency, and reduced build-out time, the rental rate in these underground industrial parks is several dollars per square foot less than the average storage rate, creating savings for the tenant. Through lessons learned, the Region has begun to use informal source selection procedures to satisfy these storage requirements.

For more information, contact Mr. William McGowan at 816-823-1211 or via e-mail at william.mcgowan@gsa.gov.

Design and Construction

Construction Manager as Constructor

GSA's Southeast Sunbelt Region initiated the concept of Construction Manager as Constructor (CMc) for the U.S. Courthouse in Fort Myers, FL. The CMc is a firm under contract to the Federal government to provide design review, cost estimating, scheduling and other general construction services. The firm, who works directly for the government, serves as a member of the GSA project development team during the planning, design, and construction phases of the project. The CMc

provides a wide variety of design and construction services that are often performed by a construction manager and general contractors. With the assistance of the CMc, the Fort Myers project was completed ahead of schedule and within budget.

For more information, contact Mr. Brian Kimsey at 404-331-5330 or via e-mail at jbkimsey@gsa.gov.

Adiabatic Cooling System

The U.S. Courthouse in Phoenix, AZ, in **GSA's Pacific Rim Region** includes a large atrium that uses adiabatic cooling and natural

convection air currents to condition the space without conventional ventilation systems. The adiabatic cooling system entails the combination of heat being exhausted by the natural flow of warm air, its replacement by outside air and the introduction of water mist in the area to absorb the heat. This cooling system avoids the expense associated with installing and maintaining normal HVAC systems.

For additional information, contact Mr. Keith Lew at 415-522-3147 or via e-mail at keith.lew@gsa.gov.

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ADIABATIC from previous page

Quantitative Human Health Risk Assessment

GSA's Pacific Rim Region received a donated site from the city of Phoenix, AZ, for the new U.S. Courthouse. Through geotechnical explorations, an objectionable odor was detected and the soil was tested for contamination. The Region conducted a Quantitative Human Health Risk Assessment and determined that the contamination could not permeate the building and that the development on the site would stop absorption of rain water run off, therefore eliminating the spread of the contaminants into the ground water.

The risk assessment saved the Region \$4 million in costs to excavate and dispose of the hazardous soil and ensured the project would continue to proceed on schedule.

For additional information, contact Mr. Keith Lew at 415-522-3147 or via e-mail at keith.lew@gsa.gov.

Bridging for Courthouse Construction

GSA's Pacific Rim Region used the bridging approach for the procurement of design and construction services on the new U.S. Courthouse in Las Vegas, NV. Bridging combines concepts from the traditional construction and design/build processes. In bridging, the building owner contracts for a design architect and a construction manager that define project requirements and develop the solicitation for a design/build firm. Through the design/build process, the owner's architect and construction manager review design concepts and specifications and monitor construction performance to ensure it conforms to the project requirements.

For additional information, contact Ms. Pauline Ma-Senturia at 415-522-

3160 or via e-mail at pauline.ma-senturia@gsa.gov.

Modular Design of Lab Space

The *Environmental Protection Agency* (EPA) has developed a modular design for its new laboratory in Research Triangle Park, NC, providing EPA the flexibility for future space changes at a much lower cost for alterations or reconfigurations. The design for each lab is based on an 11-foot module, which allows the EPA programs to modify the lab space without having to move utility connections. The offices in this facility include a combination of closed and open-office space arrangements. This will allow EPA programs to modify the office space layout

without moving fixed partitions.

For further information, contact Mr. Luther Mellen, III, at 202-260-2160.

EPA Interstitial Floors

The new *Environmental Protection Agency* laboratory in Fort Meade, MD includes interstitial floors. The EPA requested that all labs in the facility have windows. This layout created a central circulation spine with labs located on the perimeter. This arrangement does not allow a utility corridor at the building core. To place the utility corridors, the EPA placed full interstitial floors above each floor of lab space to provide the mechanical and utility connections.

For further information, contact Mr. Luther Mellen, III, at 202-260-2160.

Procurement

National Real Estate Services Contract

GSA's Northeast and Caribbean Region awarded the National Real Estate Services Contract to assist the Government in leasing space and providing other pre and post acquisition realty services and post occupancy administrative functions associated with the award of the lease. The contractors may also be requested to provide other real estate services such as market analysis and surveys, fire and life safety surveys, and real estate tax adjustments. The real estate services contract is nationwide in scope, with the country split into four geographic zones. The contract helps GSA leverage its resources while continuing its professional relationship with the private sector. The contracts also serve as another method to more effectively meet the needs of the tenant agencies by giving GSA alternative methods of delivering the required space or real estate services.

For more information, contact Mr.

John Scordia at 212-264-4285 or via e-mail at john.scordia@gsa.gov.

Manpower Services Contract

GSA's National Capital Region crafted the Manpower Services Contract to assist GSA in responding to the changing facility requirements of tenant agencies. The contract provides skilled craft people, such as carpenters, electricians, and plumbers to GSA for periods from a day to a year. As opposed to awarding a predetermined amount of work for an entire building, this contract provides flexibility to an agency through individual task orders.

For further information, contact Mr. Sonny Cook at 202-208-7004 or via e-mail at sonny.cook@gsa.gov.

Mail Presort Contracts

GSA's Heartland Region awarded one of the first mail presort contracts in the nation for Federal agencies.

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Disposal

Improved Financial Performance through Disposal

GSA's Heartland Region looked at the profitability of its assets to determine whether the disposal of under performing or underutilized assets would significantly impact the financial performance of the inventory. Using asset business plans for its facilities, the Region developed a list of potential disposals. By disposing of these assets, the Region determined that it could improve its net operating income in 5 years by over two dollars per square foot.

To speed the disposal process, the

Region was able to receive delegated authority to excess smaller facilities. The Region was also able to reduce the amount of paperwork required for those properties whose excess still required the approval of the PBS Commissioner.

For more information, contact Mr. James Ogden at 816-926-5211 or via e-mail at james.ogden@gsa.gov.

GSA/IRS Redemption Program

In the past, the *Internal Revenue Service* (IRS) rarely invoked the right of the government to redeem property sold at foreclosure and sell it at a public auction with the proceeds

applied to the tax debt of the property owner. IRS rarely invoked this right due to the complicated process that takes time away from other IRS functions.

GSA's Northwest Arctic Region stepped in to assist the IRS to recover these potential revenues. GSA identified which properties to redeem, and appraised, managed, secured, marketed, and sold the properties. The redemption program has brought in over \$1.4 million in net proceeds to the Federal government since its inception in 1996.

For more information, contact Ms. Lisa Roundtree at 253-931-7550 or via e-mail at lisa.roundtree@gsa.gov.

MAIL from previous page

The U.S. Postal Service (USPS) required that all government mail be metered. At the same time, the USPS decided to provide discounts to first class mailers if they would use bar coding and presort their mail prior to delivery to the Post Office. However, the USPS had certain criteria that mailers had to meet to receive the discount.

The Region awarded a mail presort contract that ensures that the mail is properly bar coded and presorted without placing any paperwork burdens on tenant agencies. The existing mail presort contract has saved Federal agencies over \$2 million since 1994.

For more information, contact Ms. Sallye Benecke at 816-926-5016 or via e-mail at sallye.benecke@gsa.gov.

Owner Controlled Insurance Program

GSA's Pacific Rim Region used an owner-controlled insurance program

(OCIP) during the construction of the U.S. Courthouse projects in Phoenix and Tucson, AZ. With the owner-controlled insurance, the government avoided numerous insurance policies for each of the contractors and subcontractors for the project. Including the OCIP in the solicitation of the Phoenix project saved the government approximately \$1.7 million. By combining the OCIP with the Tucson project, the Region expects to achieve even more savings through volume and reduced overhead.

For further information, contact Mr. Keith Lew at 415-522-3147 or via e-mail at keith.lew@gsa.gov.

Interagency Agreement for Procurement of Modular Buildings

GSA's Greater Southwest Region created an interagency agreement that allows other Federal agencies to procure modular buildings in a more

timely manner. The contract for modular buildings is a combination of the indefinite quantity/indefinite delivery, commercial item, and multiple award contracts.

Once an agency has signed the interagency agreement, it may procure these modular facilities from any one of the six contractors awarded the contract. This process significantly reduces the agency's time and expense of handling separate procurements. Several agencies have signed the interagency agreement including the Department of Justice, the Immigration and Naturalization Service, the U.S. Postal Service, and the Department of Defense. These modular buildings have been used for classrooms, immigration checkpoints, and office space.

For more information, contact Ms. Janice Elizondo at 817-978-3266 or via e-mail at jan.elizondo@gsa.gov.



Asset Management

Integrated Asset Management

GSA's Northwest/Arctic Region developed a series of new approaches and tools to provide integrated asset management for its real property portfolio. The goal of the program was to improve asset performance and customer service by integrating building operations with the planning and budget processes related to asset management.

The Region first created Asset Teams that comprise all aspects of real estate planning and operations. These teams are responsible for developing operational and financial plans for each facility. The Region also delegated authority and responsibility to the front line employees of the organization. The Region developed the Total Account Reconciliation and General Expense Tracking System (TARGETS) tool that provides asset teams immediate access to daily financial information to allow for timely and sound decisions. The Region used Asset Business Plans to detail the history, condition, and future plans for an asset. The plan is used to develop long term goals for the inventory.

For additional information, contact Ms. Patricia Lear at 253-931-7129 or via e-mail at patti.lear@gsa.gov.

Partnering for Land Use

The **National Aeronautics and Space Administration** developed a partnering for land-use policy at the Lyndon B. Johnson

Space Center (JSC) in Houston, TX. This policy, which promotes the dual purpose of the land at NASA facilities, partners with the educational community, and provides an opportunity to promote scientific knowledge, received the 1998 GSA Achievement Award for Real Property Innovation in the best policy category.

Based on this policy, the JSC entered into an agreement for the granting of land at the JSC with the Clear Creek Independent School District. The agreement entails the development of an Agricultural Science Center Laboratory on a 60-acre tract of land that serves as a buffer zone for the JSC. This agreement, known as the Longhorn Project, consists of a 35-acre pasture, a 5-acre wildlife habitat pond, an 8-acre feedlot, and 12 acres of support facilities. The Longhorn Project has provided students the opportunity to establish an environmentally integrated farm where they learn about cattle breeding, vegetable production, aquaculture, and waste management. The students have received guidance and instruction from NASA employees at the JSC, the State of Texas, Texas A&M University, the Houston Livestock Show and Rodeo, and the Texas Longhorn Breeders Association of America.

This policy allows the property in the buffer zone that cannot be exceeded to serve another interest. The students have integrated farm activities in a closed cycle, where the waste products from



Pictured: Melody Nation, left, and Donald Holick, Jr., NASA Johnson Space Center

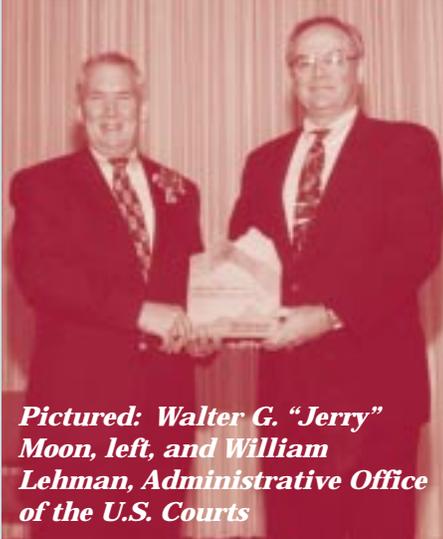
one activity are used as a resource for another activity. This closed-cycle farming concept is critical to establishing colonies that can be self-sustaining in space.

For additional information, contact Melody Nation at 281-483-3152, or by e-mail at mnation@ems.jsc.nasa.gov

Philip Burton Conference Center

To maximize use of underutilized space in the Federally owned inventory, **GSA's Pacific Rim Region** established the Philip Burton Conference Center within the Philip Burton Federal Building and U.S. Courthouse in San Francisco, CA.

The Region developed a strategic plan for maximizing the value of the facility by creating a self-sustained profit center. The Conference Center



Pictured: Walter G. "Jerry" Moon, left, and William Lehman, Administrative Office of the U.S. Courts

1998 GSA Achievement Award for Real Property Innovation in the best practice category.

For each of the 94 Judicial districts, the AOC created statistical models that forecast caseload growth for the district courts in 5, 10, 20, and 30-year increments. A team of AOC employees visited each of the 94 judicial districts meeting with representatives from the Judiciary, GSA, and support agencies to project the growth in caseloads and associated support personnel and space at each location based on historical data.

The model projects the number of judicial officers and support personnel that will be required to handle the caseload in each district. Next the AOC and GSA look at capacities in existing judicial facilities with the future space needs, and develop proposals to meet these future space needs.

This long range planning model has allowed the AOC to prioritize its projects based on the space requirements of the Judiciary. The Judiciary's long range plans have resulted in an indispensable process that has enabled sound asset management decisions, has reduced project delivery time and cost, has

provided incentives for improvement, and has maximized the performance of the portfolio.

For additional information, please contact William Lehman at 202-273-1230, or by e-mail at william_lehman@as.uscourts.gov.

IRS Warehouse Consolidation

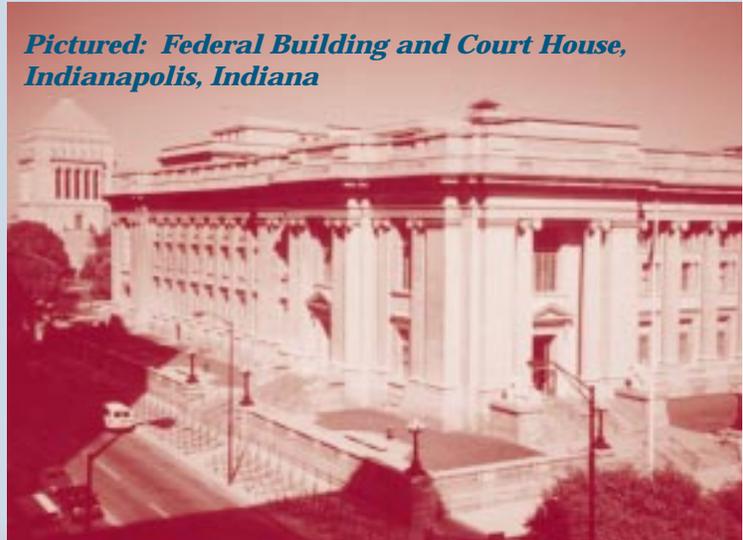
The *Internal Revenue Service* conducted a study of its warehouse operations nationwide. As a result of the study, IRS has contracted for warehouse storage, transportation,

has four large conference rooms, with several smaller rooms, on-site catering, a hoteling suite, and the capability to conduct video-conferencing. The income received from the Conference Center has been used to further enhance the Conference Center and the tenant agencies in the building. The Conference Center has been well received by the Federal community and the private sector.

For more information, contact Mr. Hollis Hughes at 415-436-7966 or via e-mail at hollis.hughes@gsa.gov.

Long Range Facility Planning

The *Administrative Office of the United States Courts* (AOC) developed the Judiciary's Long Range Facility Planning process to communicate the courts' needs for space and facilities to GSA and the Congress in a way that results in the best value to the taxpayer. This accomplishment earned the AOC the



Pictured: Federal Building and Court House, Indianapolis, Indiana

and related property services. IRS staff can now order over 5,000 office supply items with next-day delivery. This system of just-in-time delivery has allowed IRS to reduce its real property inventory by 700,000 square feet of space and its inventory of furniture and equipment by 200,000 cubic feet of space.

For more information, contact Mr. Steven Sosson at 202-535-3768 ext. 3040 or via e-mail at steve.sosson@ccgate.hq.irs.gov.



Workplace Issues

Intelligent Workplace

The *Carnegie Mellon University* Center for Building Performance and Diagnostics and the Advanced Building Systems Integration Consortium have partnered to open their first showcase project, the Robert L. Preger Intelligent Workplace. The Robert L. Preger Intelligent Workplace highlights prototypes of new office space designed to demonstrate the benefits of a high-performing workplace.

The consortium membership is comprised of professionals from major building industry corporations, the Dutch government, and several U.S. Federal agencies, including the Department of Defense, Department of Energy, National Science Foundation, Environmental Protection Agency, the State Department, and the General Services Administration.

The consortium has commenced seven major research projects in the past year concerning high performance office space. These projects include:

- Collection of Baseline Data on the New Intelligent Workplace Facility
- Commissioning of the Intelligent Workplace
- Building Automation in the Intelligent Workplace
- Electrical Power in the Intelligent Workplace
- Empirical Evaluation and Further Development of Simulation Environment for Modeling Performance (SEMPER), a building design tool used to evaluate the effects of integrated building systems on the total building performance
- Cost Benefit Analysis of the

Intelligent Workplace Technologies

- Design and Implementation of High Performance Retrofit Technologies

For further information on the Intelligent Workplace and the projects being studied by the consortium, you may consult the Intelligent Workplace article in the Fall 1998 issue of *Real Property PolycySite*, the Office of Real Property's newsletter.

For more information, about the Preger Intelligent Workplace project, contact the Center for Building and Performance and Diagnostics at 412-268-2350.

Environmental Health and Safety Program

The *Social Security Administration* enacted a comprehensive Environmental Health and Safety Program to ensure that their employees work in a safe environment with abated or controlled asbestos, clean air and water, and ergonomically correct workstations.

SSA conducted tests in all 1,500 offices to test for asbestos, radon, and the presence of lead in the water. SSA ensured that proper remediation was conducted in those offices with unhealthy levels of these chemicals.

For more information, contact Ms. Elizabeth Bake at 410-965-9308 or via e-mail at betsy.bake@ssa.gov.

Environmental Quality Advisory Group

GSA's Central Office established the Environmental Quality Advisory Group (EQAG) to provide overall direction and guidance to GSA offices on the National

Environmental Policy Act (NEPA). One of the first projects the EQAG addressed was revising GSA's NEPA policy manual. The group published the PBS NEPA Desk Guide. The Desk Guide has been very well received throughout the Federal government and is being adopted by other agencies for their NEPA compliance guidance.

For more information, contact Mr. Colin Wagner at 202-273-0069 or via e-mail at colin.wagner@gsa.gov.

SSA Intelligent Workstations and LAN Site Preparations

In an effort to create intelligent workstations and local area networks (LAN) in all *Social Security Administration* (SSA) offices, the agency created site-specific construction documents for each SSA office to ensure uniformity of installations. The electrical and cable requirements for system furniture and other associated equipment were developed and incorporated into computer-assisted drawings for each installation. SSA then partnered with the General Services Administration for term contractors to complete the necessary workstation and LAN installations. This partnership reduced the time to complete the intelligent workstation and LAN installations.

For additional information, contact Ms. Barbara Kagen at 410-965-5555 or via e-mail at bobbi.kagen@ssa.gov.

NEPA Call In

GSA's Central Office created the National Environmental Policy Act (NEPA) Call In, which is an information clearinghouse on topics relating to NEPA compliance, as well

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as historic, environmental, and cultural regulations. The NEPA Call In answers questions from GSA staff pertaining to NEPA compliance and publishes fact sheets and newsletters pertaining to various environmental issues. The Call In also maintains an electronic library of laws, executive orders and other regulations and policy related to NEPA compliance. The library is available on the Internet at: <http://www.gsa.gov/pbs/pt/call-in/ nepa.htm>

For additional information, contact Mr. Colin Wagner at 202-273-0069 or via e-mail at colin.wagner@gsa.gov.

USDA Teleworking

The *U.S. Department of Agriculture's* Animal and Plant Health Inspection Service has successfully implemented a teleworking program. Begun almost 10 years ago, this program has grown from 30 participants to 235 in the Washington, DC Metropolitan region. The telework program reduces vehicle emissions by reducing commuter-related trips by

approximately 100 per week. Participants, who may telework up to three days a week, and their supervisors undergo training before they begin to telework.

The telework program is viewed as an asset to everyone, because it has increased productivity and has had a positive impact on employee morale. It has also proven to be a useful tool for recruitment and retention of employees.

For additional information, contact Ms. Carmen Queen-Hines at 202-734-5579.

Performance Measurement

Allocating Budgets Based on Benchmarks

GSA's Rocky Mountain Region developed a new approach for funding its field offices' real property maintenance and operations budgets based on prior year performance. The process earned the project team the 1998 GSA Achievement Award for Real Property Innovation in the best practice category.

With limited funds for building

management, the Region took the opportunity to devise a new approach for allocating operational budgets to their field offices. In the past, funds were allocated based on the total square footage a field office maintained or on workload.

This new approach entailed funding the field offices based on prior year performance. The Region compared actual building operation performance against internal GSA benchmarks developed for various

building types. The benchmarks for each building class represented the regional average cost per square foot for cleaning, mechanical, and utility services.

If a field office exceeded the prior year benchmark for a building type, the budget for the next year was reduced. If the field office, however, spent less than the benchmark, it received the amount they spent in the prior year for the subsequent year's budget. The budget is awarded for a six-month period, with a review to determine if additional funding is required based on actual expenditures from the start of the fiscal year.

The Region was able to move from developing budgets based on workload or size of a field office to actual performance. This method has rewarded those field offices that have made the long-term effort to reduce their costs.

For further information about this process, contact Mr. Paul Markowski at 303-236-8014 ext. 232, or by e-mail at paul.markowski@gsa.gov.



Pictured from left to right: Paul Markowski, Chris Kerner, Marsha Gallardo, George Johnson, Assistant Regional Administrator Paul Prouty and Robert Wamser; GSA Rocky Mountain Region

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ALLOCATING
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College and University Benchmarking

The *National Association of College and University Business Officers* (NACUBO) is a trade association representing approximately 21,000 institutions of higher learning. NACUBO developed a benchmarking report for higher education administrative functions.

NACUBO established an advisory group made up of universities and other trade associations to see what was currently being measured. The first survey covered numerous university administrative functions (i.e. real property, security, accounts payable). The number of measures in each category would vary from a couple of measures to several dozen.

For additional information, contact Mr. Brian Douglas at 202-861-2500.

State of Florida Performance Accountability System

In 1994, the *State of Florida* passed the Government Performance and Accountability Act. The law, which established the Performance Accountability System, required all state agencies to develop a strategic plan outlining the mission of the agency with goals. Each agency's budget would be tied to the strategic plan and associated objectives. The state's Facilities Program Area (FPA) within the Department of Management Services scoped out each major real estate property function and determined what activities are performed, and the associated outcomes. The FPA then developed a database of 112 real property measures that tracks the state's performance. Their database is located on the Internet at:

http://fcn.state.fl.us/oraweb/owa/pas_display.searchmeasure?user=default&pass=default

For additional information, contact the State of Florida Department of Management Services, Division of Facilities Management at 904-488-2074.

Public Buildings Service Customer Satisfaction Survey

The *GSA's Public Buildings Service* (PBS) Customer Satisfaction Survey is conducted for owned and leased buildings in the GSA real property inventory. Each year the survey is sent to half of GSA's customers requesting feedback on their satisfaction with the type and quality of building services provided by GSA.

The voluntary survey consists of 65 questions that are divided in categories such as building security, building management staff, building services, procedures, building and office environment and additional building features. Completed surveys are forwarded to the Gallup Organization to be tallied by building and summarized for executive reporting. Since the survey program began in 1993, GSA has received more than 300,000 customer responses.

For more information contact Mr. Peter Ford of PBS at 202-501-0514 or via e-mail at peter.ford@gsa.gov

Building Owners and Managers Association Experience Exchange Report

The *Building Owners and Managers Association* (BOMA) Experience Exchange Report Survey annually collects and publishes operating income and expense data representing over 4,000 office buildings throughout the United

States and Canada. The survey relies on voluntary submission of a detailed questionnaire for each building. The survey covers both the private and public sectors. The information is presented in summary form as well as broken down by expense category, geographic location, building size and downtown/suburban. The EER is the industry standard for commercial office building income and expense data.

For more information contact Mr. Matthew Bond, BOMA Director of Research at 202-326-6345 or via e-mail at mbond@boma.org

Balanced Scorecard and the St. Paul Companies

The balanced scorecard emphasizes that financial and non-financial measures must be a part of an organization's information flow, and that such measures be applied to employees at all levels of an organization. The scorecard's framework consists of financial, customer, learning and growth, and internal business process measures.

The St. Paul Companies reorganized its Administrative Services department in 1992 to improve the relations between business and service units. As a result of the reorganization, the service units became responsible for their own costs, instead of the costs being allocated to the profit centers. The service units used the balanced scorecard to measure their performance after the reorganization.

For more information on the subject please refer to the February 1998 issue of FM Data Monthly, a Tradeline publication. You may also contact Mr. Chris Coneeney at 202-208-2956 or via e-mail at chris.coneeney@gsa.gov.

Agency Collaboration and Information Sharing

The second phase of the Governmentwide Real Property Information Sharing process (GRPIS) entailed the review of a second community to further develop the sharing of real property information. The group identified numerous best practices in the South Florida community of Dade and Broward counties in Florida. For additional information on the GRPIS process or any of the best practices summarized below, please contact Mr. Gary Jordon at 202-501-1219 or via e-mail at gary.jordon@gsa.gov

The **National Weather Service** (NWS), Hurricane Center provides a media room with associated hardware for the transmission of weather reports on hurricanes. During the planning of a new Hurricane Center, the NWS incorporated the communication of hurricane information for public safety into the building design. The room was designed with input from radio and television media personnel to best serve their needs.

The resulting design is a room adjacent to the live weather monitoring equipment, separated by a glass wall, that enables both the Hurricane Center personnel and the media personnel to do their jobs effectively and efficiently. The NWS personnel can do their jobs while providing weather reports to the media. The new facility provides the media organizations their own designated hardware connections and antennas on the roof of the facility that enable easy transmission of reports to the public.

The **Department of Defense Southern Command** utilized a “non-traditional” method of installing communication cables during the construction of their new leased

facility. Instead of pulling communication cables through containment trays, they were placed in the trays, significantly reducing the cable failure rate.

The **Department of Defense Southern Command** installed lighting and HVAC override switches designed to save on energy costs. Personnel who work outside of normal business hours at the 24-hour facility use the override switches. The override switches allow the workers to activate the lighting and HVAC systems in a section of the building, normally operating at a reduced capacity.

The **Bureau of Prisons** has established a nationwide clearinghouse for reuse of equipment, such as kitchen fixtures or HVAC machinery. An agency that is replacing equipment may offer the old equipment to all the other facilities. Prisoners refurbish the equipment for use in another facility. The clearinghouse functions as a stopgap method in light of scarce funds.

The GRPIS process found several examples of Federal agencies sharing space with state, local, and Federal agencies to achieve operational efficiencies. One of these examples is the **Coast Guard** Air Station at Opa-Locka that houses a small **Army Reserve Center** so the Army can strategically locate its operations without undue expense.

The **NWS** Hurricane Center houses five **Federal Emergency Management Agency** (FEMA) employees. This collocation allows both agencies to coordinate and improve hurricane preparedness and reduces FEMA's real property costs since they would pay a significantly

higher rental rate for such a small amount of space.

Federal agencies at the Miami International Airport began a collocation effort to improve the efficiency of their operations. Currently, the **U.S. Customs Service**, **USDA Animal Plant and Health Inspection Service** (APHIS), **Immigration and Naturalization Service** (INS), **Food and Drug Administration** (FDA), and **Department of State** are collocated to facilitate operations of the agencies and provide more efficient service to international passengers and cargo carriers.

The **Coast Guard** Integrated Support Command on Causeway Island hosts many visiting ships at their dock space, including **Navy**, **National Oceanographic and Atmospheric Administration** (NOAA), and **Army** vessels. By sharing dock space, the Coast Guard helps agencies save the cost of leasing dock space for short periods of time.

The **NOAA National Marine Fisheries Service** provides the use of its teleconferencing center to state and local agencies with similar missions. This sharing of space provides more opportunities to learn about current programs and initiatives of other organizations.

The **Department of Labor** Miami Job Corps Center provides the use of their facilities for the local police's “first time offenders” meetings and their basketball court for a local youth league. This sharing of space provides the locality with needed facilities and supports the Job Corps Center mission by showing youth eligible for the Job Corps' program what the program entails.

Tools and Models

Building Overtime Manager

GSA's Southeast Sunbelt Region developed a Windows driven computer application to handle overtime requests from tenants in a Federal facility. The Building Overtime Manager tracks the tenant requests and can automatically generate bills based on the overtime period required, eliminating the need for manual calculations. This program is also able to handle multiple overtime requests in a single facility.

For more information, contact Mr. Timothy Wisner at 404-331-6417 or via e-mail at tim.wisner@gsa.gov.

Asset Database Management

GSA's Northeast and Caribbean Region recently implemented an asset database management tool using a computer integrated facilities management software product. The Region began a pilot on 21 owned facilities to electronically link the auto computer-aided drawings of facilities in the Region's inventory with data on the facility, such as square footage and assignments. The pilot has been expanded so each new lease that the Region signs will be inputted into the system. The goal is to have the entire owned and leased inventory in the system by 2002. The asset database management tool also resides on a network server so the data can be retrieved remotely via GSA's Intranet.

For further information, contact Ms. Cynthia Pomodore at 212-264-4033 or via e-mail at cynthia.podomore@gsa.gov.

Easy Step Space Planning Tool

GSA's Pacific Rim Region developed the Easy Step Space Needs Assessment program to provide

accurate and quick space requirements. The program combines several manual space planning processes into one automated tool and was developed to reduce project delivery time. The Windows driven program guides the user through the steps of assessing space needs. The Region has been offering seminars and training for the program.

For more information, contact Mr. Arthur Brown at 415-522-3292 or via e-mail at arthurl.brown@gsa.gov.

Computer Integrated Facility Management

The **Veterans Administration** is implementing Computer Integrated Facility Management (CIFM) at the Veterans Administration Medical Center (VAMC) in Miami, FL. CIFM consists of computer aided drawing, drawing intelligence automated system, and relational information system environment. The CIFM allows the VAMC to produce graphical drawing of their facilities and modify the drawings to meet the evolving needs of the health care industry.

For more information, contact Mr. James Pridlides at 305-324-4455 ext. 3035.

Pro Forma Analysis

GSA's Central Office developed a tool to assist the agency in its capital investment decision making process. The pro forma tool provides the return on investment for a capital project, thus enabling the agency to better prioritize diverse new construction and repair and alteration projects.

The Windows driven tool allows a user to enter information about a project, such as size, construction costs, and the rental rate, and receive a financial analysis of the project, including the return on investment

and a cash flow model. The tool is now being used throughout the agency in the development of the agency's capital investment program.

For additional information, contact Mr. Joseph Lawler at 202-208-1154 or via e-mail at joe.lawler@gsa.gov.

The Washington, DC Geographic Information System

The Washington, DC Geographic Information System (WGIS) is a collaboration between the **General Services Administration** (GSA), the **National Capital Planning Commission** (NCPC), the **Washington, DC Business Improvement District** (BID), and the District of Columbia government. The WGIS database contains maps, orthophotographs, occupancy statistics, zoning, and legal descriptions of properties in Washington, DC.

The WGIS has allowed each of the participants to achieve efficiencies by assisting in the development of one database that serves the purposes of all organizations. The Washington, DC, BID has used the WGIS to attract economic development. The District of Columbia government is using the system to revise its tax assessment and collection procedures, as well as improve the management of its infrastructure and land use planning. GSA is using the WGIS to develop demographic data on the performance of Federal-owned facilities. NCPC has developed three dimensional models of Federal facilities to assist in long range Federal planning. The local electric company and mass transit administration have also used the WGIS.

For more information, contact Mr. Eric James at 202-501-9097 or via e-mail at eric.james@gsa.gov.

Real Property Polycysite - Best Practices Edition

Office of Real Property Publication Survey

Your feedback is important to us. Please take a few minutes to complete this survey for this publication so we may better meet our customers' needs.

1. The publication is of interest to you.

Strongly agree ___ Agree ___ Disagree ___ Strongly disagree ___

2. The publication format provides easy access to matters of interest to you.

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7. Please provide any additional comments on the publication: _____

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Please tear this survey page out and fax it to us at (202) 208-7240; or fold it in half, tape closed, and mail it back to us. Thank you for your participation.

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Call for Entries, GSA Achievement Award for Real Property Innovation

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Energy Savings

Basic Order Agreements

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Electric and Gas Utility Cost Reductions

James Watson 202-708-9010
james.watson@gsa.gov

Energy Savings Performance Contract

Mr. Mark Levi 415-522-3374

Canada's Federal Building Initiative

Richard Marleau 613-736-2655
marleaur@pwgsc.gc.ca

Improving Indoor Air Quality

Kevin Santee 816-823-2219
kevin.santee@gsa.gov.

Recyclable Materials Sales Contract

William Reger 816-823-2224
william.reger@gsa.gov.

EPA Energy Savings Initiatives

Luther Mellen, III 202-260-2160.

DOE Performance Agreement for Energy Management

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Integrated Workplace

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Leasing

Cooperative Use Outlease for Food Court

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Leasing in Economic Development Areas

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Underground Storage Facilities

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Design and Construction

Construction Manager as Constructor

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Adiabatic Cooling System

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Quantitative Human Health Risk Assessment

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Bridging for Courthouse Construction

Pauline Ma-Senturia . . . 415-522-3160
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Modular Design of Lab Space

Luther Mellen, III 202-260-2160

EPA Interstitial Floors

Luther Mellen, III 202-260-2160

Procurement

National Real Estate Services Contract

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Manpower Services Contract

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Mail Presort Contracts

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Owner Controlled Insurance Program

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Interagency Agreement for Procurement of Modular Buildings

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jan.elizondo@gsa.gov

Disposal

Improved Financial Performance through Disposal

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james.ogden@gsa.gov

GSA/IRS Redemption Program

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Asset Management

Integrated Asset Management

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